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1924

# Business Talk-Plans

IMPROMPTU

Book One

BENJAMIN BILLE



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# BOOK I



# *The* Impromptu Talk-Plan

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*Published by the*  
BUSINESS TALK-PLAN COMPANY  
One Two Seven North Dearborn Street  
CHICAGO  
1924

HF5353

B52

1924

*Third Edition*

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# Book One

## A General Outline of Step One



## PARALLEL-COMPARISON



### PART ONE—PRINCIPLES

#### *Section One: Re-statement of the Five Steps:*

##### **Objections held back by the Steps**

In the Introductory Outline contained in the book preceding, it will be recalled that we worked out the Steps by which an idea naturally takes form in a man's mind, the principle being so to assemble its different parts as to arouse the least possible objection in the hearer.

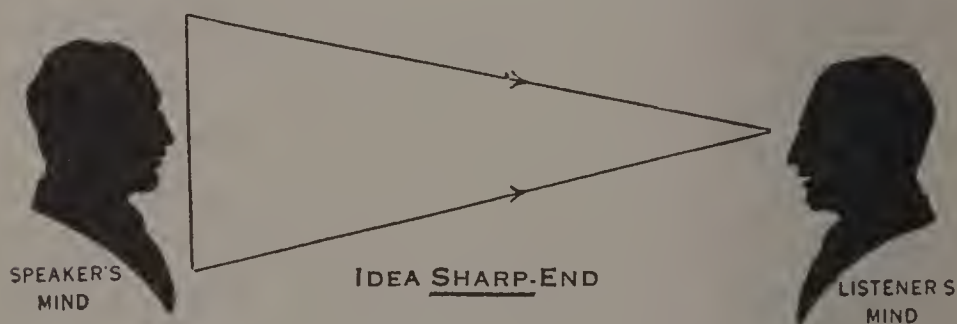
In accordance with this principle of giving little opportunity to our prospects or listeners to say "no" at any point in our talk, we saw that we were able to lock arms rather than horns with them over our ideas.

## THE IMPROMPTU TALK-PLAN

Moreover, in the Introductory Outline we learned that by the steps in this TALK-PLAN, we not only would be working with our hearers instead of against them, but that we, ourselves, would be much steadied under fire by knowing what was the next orderly step to take toward their sure persuasion.

### The Steps in Idea-Wedge form

We also found a similarity in the steel wedge used for splitting a block of wood and the idea-wedge by which we open a man's mind. Hence we diagrammed our ideas in wedge form and used the solid lines in the wedge reproduced below to show how much easier an idea penetrates the listener's mind if started sharp-end rather than snub-end.



### The First Step, PARALLEL- COMPARISON

Furthermore, we learned in the Introductory Outline that the parts of our idea-wedge were five in number. See the detached hand diagram originally inserted in the Introductory

## FIVE PRESENTATION STEPS

Outline and which it was recommended be carried forward in the study of each book.

From several illustrations we came to appreciate that an idea can be started most easily in any man's mind not by assertions *about* it but a couple of parallel illustrations *of* it—one illustration containing our idea with successful consequences, the other illustration being identical except for the absence of our idea and the absence also of as much success.

This First Step we came to know as PARALLEL-COMPARISON, which—after an enumeration of the remaining Four Steps—we are to study in detail in this Book One.

### PARALLEL COMPARISON illustrated

We learned that if, for instance, we want a man to think favorably of real estate bonds being fundamentally safe, that instead of making an assertion to this effect we first better can illustrate their safety by calling attention to the thousands of city people hurrying to their homes each night, each one being compelled to go to some bed and to sleep under some roof and also being compelled to pay cash rent for this essential at the first of each month.

In order to make this stability of real estate security even the more apparent, we can set

## THE IMPROMPTU TALK-PLAN

over against it an illustration of bonds secured by a business engaged in the manufacture, say, of veils worn by the women seen hurrying home—these veils being but women's hobbies, fugitive in style and the business of their manufacture being therefore hazardous.

**The Second Step, SUGGESTION** These two illustrations, not being open to challenge, because containing no assertions permitting challenge, strike off quite suggestively the superior safety of real estate bonds. And be it remembered that this possibility we resolve in the Second Step in the form of SUGGESTION, to-wit: "Because of the fundamental safety of real estate bonds, ought not conservatism dictate their careful consideration?"

**The Third Step, EXPLANATION** It also will be remembered from the Introductory Outline that what looks as though it *might* be true from these two illustrations, as tentatively inquired in the Second Step of SUGGESTION, is then in the Third Step of EXPLANATION examined with a view to showing that it *must* be true, e. g., the security of shelter being assured by the impossibility of any invention taking its place or of any change in living causing its elimination.

## STEPS SUMMARIZED

### **The Fourth Step, CONFIRMATION**

And all this is confirmed in the Fourth Step of CONFIRMATION showing that the more population multiplies, the more urgent is the demand for shelter. The increase annually of 55,000 in Chicago—of many more in New York—can be pointed out. Statistical estimates showing that two-thirds of our increased population settle in our five largest cities would be clinching CONFIRMATION.

### **The Fifth Step, CONCLUSION**

The evidence of CONFIRMATION, as backing up the matter of EXPLANATION, obviously warrants this Fifth Step of CONCLUSION in which the points of EXPLANATION are driven home more vehemently. Here in this Fifth Step it will be remembered that “dress suit” style of expression takes the place of the “business suit” style.

The Five Steps, then in the order of the ease of their acceptance are:

1. PARALLEL-COMPARISON
2. SUGGESTION
3. EXPLANATION
4. CONFIRMATION
5. CONCLUSION

## THE IMPROMPTU TALK-PLAN

### *Section Two: Difference between PREPARATION and PRESENTATION STEPS:*

Necessity for Preparation Steps      All the preceding illustrations quite clearly show that these five steps are those taken in presenting, in *talking* your appeal to your listeners. That is what we mean by calling them "Presentation Steps",—they being thus distinguished from the "Preparation Steps" through which you go in *thinking* the appeal out to yourself.

And by this time—unless you quite clearly recall the general points made in the Introductory Outline—you probably are saying to yourself, "Yes, the Five Steps do seem to be in about the order in which an idea takes form in the mind of the listener. But from the point of view of the speaker or seller who is *presenting* his idea to *another*, just how is he able at once to start with a pair of PARALLEL-ILLUSTRATIONS and be really sure that they will bring him out to the SUGGESTION he desires.

And you are exactly right in making this inquiry at this point. Many people have found that until they appreciated this difficulty their two illustrations brought them out to a SUG-



### THREE PREPARATION STEPS

GESTION which they did not at all intend. It thus becomes clear that there must be some preparatory thinking as to just what PROPOSITION and APPEAL it is proposed to suggest by the two PARALLEL-ILLUSTRATIONS.

#### Three Preparation Steps

Thus appreciating that the Five Steps of PARALLEL-COMPARISON, SUGGESTION, EXPLANATION, CONFIRMATION and CONCLUSION are *presentation* steps, for which there must be *preparation*, let us turn to what we shall find to be the Three Preparation Steps. And we must first understand these preparation steps before we can place our microscope over the first presentation step of PARALLEL-COMPARISON which is the principal subject of discussion in this Book One.

#### The First Preparation Step, the PROPOSITION

A lawyer was a guest merely at a dinner of a real estate organization given particularly to honor and to enthuse a force of new salesmen. The head of the organization unexpectedly called on the lawyer for a talk. As he drew back his chair from the table, this attorney, who was the author of this TALK-PLAN, searched his recollection not even a second for an anecdote with which to begin and which when told, would

## THE IMPROMPTU TALK-PLAN

have left him nothing more to say. Neither did he try to think at first of some illustration with which to start his remarks. Indeed, his mind was not at all on what would be the *incidental item with which to begin* but on what should be the *fundamental idea with which to carry through and to end*.

He therefore hustled through his mind the possible desirable conclusion which the head of this organization would like to have lodged in his new salesmen. The occasion suggested: "You new salesmen are starting right in selling investments." The first step in the Preparation thus is simply a resolving of your proposition in a definite, specific statement. We therefore call this first preparation step, the PROPOSITION.

This declaring of your objective to yourself at once aids concentration. The possibility of your getting off the point immediately is lessened in thus aiming your thinking at *one* mark.

**The Second Preparation Step—** "You new salesmen are starting  
**PROPOSITION'S** right in selling investments."  
**APPEAL** "Why?" questioned the attorney  
of himself as he slowly squared  
away back of his chair. What one fetching  
*appeal* for this PROPOSITION could he select?  
Two, three, five or more appeals began to crowd

### THIRD PREPARATION STEP

one another in his mind. If selecting even three appeals he might forget the second one. He might develop it inadequately and some later speaker, if successful in challenging this particular appeal, likely would appear to the audience as successful in challenging the PROPOSITION itself, which might, nevertheless, be logically enough established by the detailed development of the other two appeals not attacked.

Hence, this lawyer said to himself, "These real estate salesmen are starting right in selling investments *because of the superior return of investment salesmanship.*" The "superior return" assured was to be his club with which to drive for the fair green of starting right in selling investments. Thus the PROPOSITION'S APPEAL comprises the Second Step in the Preparation.

#### The Third Preparation Step— APPEAL'S ILLUSTRATION

By this time the courtesy-applause attending the introduction of the speaker fast was dying down. And he yet had given no thought as to how to *commence* speaking.

As he did begin with the salutation, "Men of the Arthur T. McIntosh Real Estate Organization of Chicago," a couple of current newspaper

## THE IMPROMPTU TALK-PLAN

advertisements promising real estate and bond salesmen a return of \$3,000 to \$5,000 a year flashed into his mind and with his *preparatory thinking* thus completed by the Success-Illustration, he began *talking*:

“As young salesmen you are interested in the return which the world holds out to different lines of selling.

“Let me recall the substance of two recent help wanted advertisements which held out one sort of return:

“‘Wanted: Mortgage and bond salesmen to sell for bank, reliable, good rate paper. Substantial salary to right young men and a commission. A \$3,000 future or else discharge.’

“‘Wanted: Wide awake young men to sell Chicago real estate. Salary plus commission to hustlers capable of earning \$5,000 a year.’ ”

You can now see how the APPEAL’S ILLUSTRATION comprises the *third step in the Preparation* and at the same time, as we shall note in the first part of Section Three below, it is the first half of *the first step in the Presentation*. See also the chart on page 12 of Book Five.

Summary of the  
Three Preparation  
Steps

In summary, then, the three Preparation-Steps for clearing one’s mind in advance of writing or talking are:

First—PROPOSITION

## PREPARATION STEPS ILLUSTRATED

### Second—PROPOSITION'S APPEAL

### Third—APPEAL'S ILLUSTRATION

**The Three Preparation Steps, illustrated**

A student of medicine was called without preparation to the platform of a university class in Practical Speaking which the author of the TALK-PLANS was conducting, and given the subject of "Specialization" to present to a group of medical students. The instructor asked him to give first his preparation aloud. The speaker confided—the audience not being supposed to hear it—and in ordinary cases not hearing this work of the preparation—"My PROPOSITION is, "*Specialize.*" The APPEAL for specializing is, 'You will attain higher professional distinction.' An ILLUSTRATION of this APPEAL is, 'The professional distinction of the Mayo specialists at Rochester, Minnesota'."

The student then began his talk with this last matter of illustration first:

"The choice between a general and a specialized practice is a very absorbing one for all of us.

"When at my home city in Minnesota during the Christmas vacation, I went down to the station to see the passenger train go through. I discovered, however, that they were side-tracking it. Before



## THE IMPROMPTU TALK-PLAN

I could inquire the reason, a locomotive and two private coaches thundered past. The station agent, emerging from the dust left in its wake, explained, 'It's a private train chartered by a New York millionaire who is being rushed to the Mayo doctors in the next town, Rochester, for a special operation. . . . '

This ILLUSTRATION flashes the APPEAL of greater professional distinction attending Specialization, the comparison later being made with a general practitioner otherwise equally equipped for distinction, but not attaining it through his general practice.

### *Section Three: PREPARATION STEPS reversed in the PRESENTATION:*

**The Last Preparation Step becomes First Presentation Step** Recall that the order of preparation steps which the student of medicine confided for the Preparation was:

1. PROPOSITION: "Specialize—"
2. PROPOSITION'S APPEAL:  
"Because of higher professional distinction."
3. APPEAL'S ILLUSTRATION:  
"The well known professional distinction of the Mayo specialists."



Yet in talking, just as did the lawyer, so did the medical student begin *first* with the *last* illustration in his thinking, to-wit: the professional attainment of the Mayo's as specialists.

These preparation steps as reversed in the Presentation, thus take the following order:

### 3. APPEAL'S ILLUSTRATION:

"The well known professional distinction of the Mayo specialists."

### 2. PROPOSITION'S APPEAL:

"Because of this higher professional distinction,"

### 1. PROPOSITION: "Specialize."

Reasons for Last  
Preparation Step  
becoming First  
Presentation Step

A number of reasons warrant having this last Preparation Step become the first Presentation Step. (1) *Easiest for the seller or speaker*: It, clearly, is easiest for the speaker or seller to begin talking what at that very moment he has been thinking. There is no lost motion mentally in thus *talking first* what one is *thinking last*.

(2) *Easiest for the audience*: (a) *More interesting*: Further, suppose that the lawyer to whose investment talk we have referred in Section Two

## THE IMPROMPTU TALK-PLAN

preceding, had started his speaking at the point with which he had started his thinking. That is to say, suppose he had proclaimed to these new salesmen, "You are starting right in selling investments."

Their bored answer doubtless would have been: "Well, what of it? We believe it or we should not be selling investments." The opportunity for a genuine arousal of enthusiasm would have been partially fore-closed by this too early announcing of his purpose.

Interest and attention are said to be the first things which the salesman seeks. So it is with the speaker or correspondent, both of whom also are salesmen. And to begin with abstract generalizing or moralizing causes neither a lively sympathy nor an active curiosity. Whereas the description of an actual and an attractive illustration stops yawning and stimulates yearning.

This part of the PLAN we already have seen to be but an adopting by the speaker of the superior pulling power of the cartoonist over the editorial writer. It is why the motion picture tells the same story of the Nile to a much wider audience than does the abstract geography text. Incidentally, the better geographies use liberally the concrete picture.

## PARALLEL-COMPARISON

(b) *More stimulating*: This starting with the matter of illustration first is also easiest for the audience because it is more stimulating. Any one listens to a play or reads a story with much more zest if the plot be not made known too soon. For, in this way, one has an opportunity to exercise his own mind as to the possibilities of the outcome. So it is in the solicitation or speech in which sufficient of the facts first are given to form a basis for at least a tentative conclusion. Prospects or listeners then follow its gradual unfolding more closely. They are nearer in agreement with the final solution, because they have witnessed first the facts which point toward the solution.

Why should the seller or speaker any more than the writer work from the back end first. Rather, it would appear wise to allow the listener or audience to start as at the front of a book. That is to say, in part let the story of the ILLUSTRATION gradually unravel the possibilities of the APPEAL.

The medical students probably were interested in the professional attainments of the specialist by the recital of the millionaire's private train sidetracking the commerce of the country in its right-of-way to the Mayo specialists at Roches-

## THE IMPROMPTU TALK-PLAN

ter. They would have been less interested in the generalization, if first laid down, of the advantage of specialization. This would have awakened the thought of still more schooling, which probably would have seemed objectionable to them.

(c) *More natural*: How did it come about that these medical students determined in the first instance to study medicine? Was it a revelation from the heavens? Seldom so. Was it by parental order? Seldom successfully so. Once as boys they doubtless witnessed a terrible accident. They saw everyone about the scene paralyzed with terror and helpless to relieve the frantic pleadings of the injured. A doctor appeared, brought order out of chaos, relieved agony. At another time they beheld their rugged father flat on a sick bed and even their mother, who to them up to that time was the sufficient healer of all pain, powerless to aid him. The doctor came and with his coming there began renewed health and strength. From a number of such concrete illustrations of the good samaritan service of the physician, there gradually and naturally developed a tentative inclination in them to go and do likewise. And why would not the same process most naturally go on in their minds as to specializing?

## PARALLEL-COMPARISON

The speaker, seller or letter writer, or writer well may employ this truly natural way of planting the beginning of an idea if he would have it flower most readily into action or conviction, little matter what may be his proposition.

The fact that such an illustrative beginning is more persuasive, we have noted in earlier discovering that this concrete illustrative part of an idea does lie in the sharp end of our idea-wedge.

Thus, this beginning of talking or writing with the illustrative material which ends the speaker's or writer's preparatory thinking is sound, because it allows the listeners or readers to persuade themselves. And it need not be again emphasized that it is much more interesting, more stimulating, and more natural thus to *lead* people than to *drive* them.

This relation of the Preparation and Presentation Steps is clearly shown on the next page.

# RELATION OF PREPARATION AND PRESENTATION STEPS IN IMPROMPTU TALK-PLAN

THE THREE PARTS  
OF  
THE IDEA AS PREPARED  
BY SPEAKER:

## PREPARATION STEPS

PROPOSITION:

PROPOSITION'S APPEAL:

APPEAL'S ILLUSTRATION:

THE FIVE PARTS  
OF  
THE IDEA AS PRESENTED  
TO LISTENER:

## PRESENTATION STEPS

1

PARALLEL COMPARISON

FAILURE ILLUSTRATION:

VS

SUCCESS ILLUSTRATION:

2

SUGGESTION

APPEAL:

PROPOSITION:

3

EXPLANATION

HOW

WHY

4

CONFIRMATION

WHERE

WHEN

WHO SAID SO

5

CONCLUSION

HOW-WHY'S SUMMARIZED

APPEAL REITERATED

PROPOSITION AFFIRMED

## RELATION CHART OF STEPS IN IMPROMPTU TALK-PLAN

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## PARALLEL-COMPARISON

### *Section Four: Three differences only brought out in PARALLEL-COMPARISON:*

A well-known psychologist has said that if we would have the aid of suggestion, as opposed to deliberation, we must not permit comparison. Offhand, then, it would seem that he would be opposed to our plan here of comparing two illustrations of failure and success. Nevertheless, this authority must have had in mind a comparison which would bring out many and confusing *differences* as well as likenesses. But such really would be the result of *contrast* rather than of *comparison*. Whereas, the comparison which is proposed in this First Presentation Step is used to bring out many *likenesses*—hence the term, *Parallel-Comparison*.

Indeed, as noted in the section heading, the comparison as we would use it here permits but *three differences*: the presence of the PROPOSITION (2) the presence of the APPEAL, and (3) the presence of SUCCESS—all three—in the one illustration. In the other illustration, these three items are absent.

And except for these three outstanding differences, both illustrations compared are identical—they are parallel. And thus the two differ-

## THE IMPROMPTU TALK-PLAN

ences of the PROPOSITION and APPEAL are seized upon as possibly accounting for the remaining difference of Success.

### Illustration of likenesses shown in PARALLEL- COMPARISON

Note in the complete "Specialization" talk below, the like factors both in the general practitioner and in the specialist, as to training, personality and location, the distinguishing differences in the more successful doctors being "specialization" which is the PROPOSITION to be urged and its desirable consequence, "higher professional attainment," which is the APPEAL that is suggested.

In order to have the two illustrations to be compared together, we will repeat the Success-Illustration which you already have read on a preceding page. Then we will follow with the Failure-Illustration. In this way we shall have one entire first step in the Presentation side of the IMPROMPTU TALK-PLAN. (The Second Step of SUGGESTION is added merely to show to what the PARALLEL-COMPARISON leads—this Second Step being taken up in detail in Book Two.

## “SPECIALIZATION”

(A talk by Mr. A. D. Witcraft, delivered impromptu at the University of Chicago in 1911 before a first-year class of medical students.)

### (PARALLEL-COMPARISON)

**SUCCESS-ILLUSTRATION** “When at my home in Minnesota, during the Christmas vacation, I went down to see the noon-day passenger train go through. I discovered that they were side-tracking it. Before I could inquire the reason, a locomotive and two private coaches thundered past. The station agent, emerging from the dust left in its wake, explained, ‘It’s a private train chartered by a New York millionaire who is being rushed to the Mayo doctors in the next town, Rochester, for a special operation.’

**FAILURE-ILLUSTRATION** “The agent scarcely had finished speaking when a by-stander pointed out one of the local physicians, Anderson we shall call him, at the crossing below, who was

## THE IMPROMPTU TALK-PLAN

just succeeding in whipping his mare, Nell, up out of the track ditch where he had pulled her in order to avoid being run over by the special. The by-stander commented: 'Doc must be going out on what is his second \$2.00 country call this month.'

"The by-stander's remarks were about true. Doctor Anderson was a graduate of a regular six-year medical course. His record in school was excellent. He had a pleasing personality. In the community he had built up a reputation of being both careful and conscientious. He handled any and every case from tooth-ache to paralysis. Yet Anderson did not have sufficient practice to permit his buying a Ford for making his calls.

"At the same time, to the Mayo specialists in an adjoining and smaller city, the world was chartering trains.

"I happen to know that the regular courses in medicine which the Mayo's have taken were not superior to the one Anderson had taken and that their preliminary hospital experience was no better. I know, too, that in none of the particulars of personality, reputation or location do the Mayo doctors excel Anderson.

"However, the agent had explained that the millionaire was being rushed to the Mayo

## PARALLEL-COMPARISON

doctors for a special operation. This led me to recall that the Mayo brothers had had years of specialized study. They are specialists. Each one of them takes but one type of case in which thus by study and practice he has made himself particularly proficient. Each year each one of them leaves off the practice for a period of specialized study.

### (SUGGESTION)

**APPEAL and PROPOSITION**      "The possibility, then, of a higher professional attainment which appears to result from Specialization, warrants our further open-minded examination. By reason of the apparently larger fame which the specialist in medicine enjoys, I believe that as students of medicine, we seriously can consider specializing. We all seek the bigger bag of achievement at the end of the rainbow and if the road posts lead through specialization, I am confident that we are willing to trudge that way. . . . "

From this PARALLEL-COMPARISON, as also followed by the SUGGESTION, it surely must be clear that our comparison involves only three outstanding differences, namely, (1) the PROPOSITION of "Specializing," (2) its APPEAL of "professional distinction" and (3) the

## THE IMPROMPTU TALK-PLAN

APPEAL'S ILLUSTRATION of the well known professional distinction of the Mayo's.

*Section Five: ILLUSTRATION determined by preceding PROPOSITION and APPEAL:*

**Necessity of foundation for ILLUSTRATION**      You now doubtless see that in your Presentation you cannot start off blindly with an illustration of some PROPOSITION on which you have not settled in advance. If you do this, the tail wags the dog, for you cannot give an ILLUSTRATION until first you have an APPEAL for it to illustrate. Likewise you cannot have an APPEAL unless you have a PROPOSITION for which it is given in support.

If, for instance, you are a Comptroller and your problem is that of reducing costs because of reduced sales, your employer showing you an adverse balance sheet and asking you to explain to him and the sales manager what you propose recommending you would quickly say to yourself, "My PROPOSITION is 'Reduce the sales force.' My APPEAL is 'Because we can take the present accounts in the hands of the weaker salesmen and give them to the stronger salesmen and have them equally well



## PROPOSITION

handled and yet eliminate the salary and drawing accounts of the weaker salesmen.' " At once your mind gropes for an ILLUSTRATION, and you remind yourself of the company actually having so concentrated accounts by necessity during the period of the war.

But you would not begin by stating this PROPOSITION of reducing the sales force straight out and blunt to your employer, for the Sales Manager very probably would fight back at you so vigorously that you would not be given an opportunity to present your APPEAL in full. Hence while you *think* your proposal in the order above noted, in order to get easier penetration and more cordial consideration for it, you would plan reversing the order in *talking* it and begin with the ILLUSTRATION of the successful reduction of the sales force during the war period.

### *Section Six: Essentials in selecting the PROPOSITION:*

Now let us screw down our microscope a little more closely and before placing it over the First Presentation Step of PARALLEL-COMPARISON, may we examine some of the finer points about which to be careful in the use of the Three Preparation Steps. For, here it is you

## THE IMPROMPTU TALK-PLAN

already can see, that we lay the basis for PARALLEL-COMPARISON.

**PROPOSITION** frequently determined in advance      If, when you are talking, you are met with a flat contradiction or a specific objection, it would seem that the nature of your emergency **PROPOSITION** in reply already is determined for you.

Nevertheless, a Chicago specialty house trains its men to ward off an immediate reply and to try to avoid it entirely by continuing with the **PROPOSITION** which they originally have started. It would seem, however, that their "just a minute" evasion generally would be recognized as an evasion. I rather recommend that when an objection at all in point is put by the listener, it is best, two times out of three, at once to build one's impromptu preparation to meet directly that particular objection.

However, it later will be recommended in the discussion of Obstacle Talking that in overcoming an objection, the seller use only the first two steps in the Presentation Side of the Plan, i.e., **PARALLEL-COMPARISON** and **SUGGESTION** and thus while leading the objector away from his point, not give it such emphasis by its development through the remaining steps of

## PROPOSITION

EXPLANATION and CONFIRMATION, as to make it the main point of discussion.

Moreover, even where we are in the position of *carrying* a point instead of defending it, our PROPOSITION likewise frequently is determined for us. The service of our house or its product is in our hands to market. Indeed, frequently, its sales story already is planned by the sales and advertising departments and we must so present it. But even so, there is a great advantage in our own re-stating of such ready-made PROPOSITIONS, in accordance with some of the principles below pointed out.

**Specific PROPOSITION preferable to a general one**

If you state your PROPOSITION vaguely to yourself in the Preparation, this causes you to be vague and general in your Presentation. You thus having in mind no specific result, let go of your listener or reader without any specific conclusion reached.

For example, "Buy my product," while fairly specific, is not nearly so well selected a PROPOSITION as "Buy one car-load of my product today for delivery the first of next month." This more specific statement of just what is sought ensures a final and more determined and uncompromising insistence on action *today*.

## THE IMPROMPTU TALK-PLAN

Solicitation of executorship appointments in a large bank was much accelerated by an appreciation of this principle. Instead of having in mind vaguely that some sort of trust arrangement was a good thing, three specific PROPOSITIONS were planned for three successive calls, they being in order: (1) "Let the Bank supply you with some paragraphs showing typical trust protections." (2) "A bank is best equipped to carry out such protections." (3) "Our particular bank is the best bank faithfully to execute such protections." Business very much increased with these more specific statements of the PROPOSITIONS to be made, with the determination at each call to get the acceptance of the solicitor's proposal planned on, at that time, for that call.

I have urged salesmen with whom I have been working, to say to themselves as they put their hand on the door knob of a prospect's office, "Wait a minute, just what is the most I can hope for out of this call?" This minimum result they word to themselves in the form of a specific statement. Doing this gives them point and purpose and moreover, it gives them persistence to carry the point or to accomplish the purpose before they again turn the knob in leaving the prospect's office.

## PROPOSITION

Infallibility of  
PROPOSITION  
not necessary

The great danger in urging a PROPOSITION as being 100% good when one 90% effective will do is that altho you may be able to prove your proposition as being 90% good, yet because you have urged it as 100% good, your listener concludes you have failed, when in truth a 90% PROPOSITION is really a good one—generally, a sufficiently good one and, therefore you should have succeeded.

An expert on waterways in giving testimony before a governmental commission declared in his conclusion that no inland waterway *ever* had paid for itself. Each of three senators on the commission retorted with a denial, saying that a certain waterway project with which they were familiar had paid for itself.

Had the expert qualified his PROPOSITION in his Preparation by saying to himself, "*Most* inland waterways fail to pay for themselves," his ready answer to the senators could have been "Your cases are peculiar *exceptions*." As it was, the absolute statement of his PROPOSITION to the effect that *no* waterway paid for itself, led him into embarrassment.

Why try to prove more than it be necessary to prove in order to win your point and thus incur the possible hazard of losing it?



## THE IMPROMPTU TALK-PLAN

Thought more  
important than  
Wording

Some men fumble and hesitate in this Preparation side of the TALK-PLAN. Frequently, their excuse has been: "I could not satisfactorily word my PROPOSITION to myself." Care little how it *words* to yourself! Your nice wording of your PROPOSITION in this Preparation, the audience never hears anyway. In your Preparation, your PROPOSITION only is *thought*. And the important thing is, *how* is it thought. Let the wording of the idea in your mind be catch-as-catch-can—even in slang, or in symbols, e.g., "Civil Service is O. K. or N. G." But let how you determine the idea, itself, be carefully considered.

### *Section Seven: Essentials in selecting PROPOSITION'S APPEAL:*

Application of  
Essentials in  
PROPOSITION

The three preceding essentials about which to be careful in selecting your PROPOSITION apply equally well in selecting your APPEAL. Let this APPEAL be kept down to "brass tacks," that is to say, keep it specific, e.g., don't say, "Buy advertising, because it is a good thing," but rather say, "Buy advertising because *it will give you the best prospects for the least money.*"



## APPEAL

Claim less than you can deliver rather than more, that is to say, don't claim 100% efficiency if 90% efficiency will suffice, e.g., don't say, "Buy advertising because the direct results of every advertisement will more than pay for its cost." Say rather, "Buy advertising because over the period of a year, you will much more than get your money back."

And in the Preparation be more precise about the *idea* in the APPEAL than its nice *wording*.

**Practical APPEAL**  
preferable to a  
theoretical one

A well meaning anti-saloon speaker was exhorting a business men's association on the more likely appreciation of the finer things in life which would be stimulated in that community if the saloons were driven out of it.

In the impromptu discussion following, a business man in three minutes spoke much more effectively with the more practical APPEAL of the greater efficiency of their employees which would result from expelling the saloons.

**Personal APPEAL**  
preferable to a  
general one

Let us continue our anti-saloon illustration. The general appeal of a cleaner, safer community with no saloons in it would apply to a general audience of all the residents of the

## THE IMPROMPTU TALK-PLAN

community but for a particular audience of business men, an appeal preferable to this general one would be that, with the saloons out, the merchants would do more good cash and less bad credit business. This personal appeal has an undeniable advantage over a general one.

**Within the listing  
of ideal appeals**

A very stimulating method for selecting your APPEAL is quickly to ask yourself, "What would this listener or audience regard as appeals ideally desirable in a proposal like mine?" From a listing of such qualities to be ideally desired, the speaker safely can select the one which appears most specific, most practical, and most personal.

**Importance of  
single rifle-  
ball appeal**

This recommendation of holding yourself down to a single rifle-ball APPEAL prevents your spreading too thin, and it also avoids confusion both for yourself and your listener.

To use a somewhat inapt illustration, if you are gunning for large game and carry a small number 8 or 9 shot, although your spread of shot will be wider and your chance of hitting surer, yet even if you do hit, you merely increase the speed of the game *away* from you.

## ILLUSTRATION

However, if you use number 5 shot, or even better yet if you use a single rifle-ball of sufficient bore, even though you hit your game in the limb only, the force of the concentrated drive will so cripple the game as to slow it down sufficiently for you next time to despatch it.

This is the idea in selecting *one* main pulling APPEAL. True, you may be forced to use several APPEALS in a long talk but the principle urged here is to work out each one through the Five Steps singly and separately.

### *Section Eight: Essentials in selecting APPEAL'S ILLUSTRATION:*

Same essentials for  
same ILLUSTRATION  
carried over  
from Preparation to  
Presentation

We already have seen that this last step in the Preparation, namely, the ILLUSTRATION, is the first half of the first step in the Presentation.

That is to say, the illustration with which we *end* in the Preparation is the one with which we *begin* in the Presentation. This being true, as we screw down our microscope on this last step of the Preparation, you will appreciate we are ascertaining the fine points about which we likewise must be careful in our use of the same illustration in the Presentation.

## THE IMPROMPTU TALK-PLAN

**Advantage if  
illustration be  
taken from a  
hostile or  
neutral source**

What one's competitors say or recommend as good, one's listeners quite readily will rely on, for they know that competitors grudgingly will admit the truth only where it hurts them, and sometimes scarcely that.

This is almost equally true if the illustration is taken not from a hostile source but from a neutral source. For example, many of the sub-dividing and building and loan associations of the country have been quick to seize on the "Own Your Home" bulletins of the United States Government, on the theory that Uncle Sam occupies a fairly neutral position so far as selling real estate is concerned.

**Essential of  
brevity**

Not with the detail of an artist but with the few bold strokes of the cartoonist should you describe quickly the illustrative facts flashing the proposal and merit in its behalf which you later are going to urge.

For instance, an illustration of this First Step of PARALLEL-COMPARISON held down to proper length appeared a few years ago in an advertisement of the Corn Exchange National Bank of Chicago. The advertisement read substantially as follows:

## ILLUSTRATION

“Andrew Long was paid a salary last year of \$3,700. He saved \$210. Frank Burg was paid a salary last year of \$2,700. He saved \$700.

“Who saved the most money?”

**Essential of  
single pointed  
facts**

A clothing house advertised an overcoat, using in the advertisement the picture of a man wearing the overcoat in a storm. The effect of the storm, or rather its non-effect on the overcoat, was the item emphasized in the picture with no particular noting of the effect of the storm on the adjacent lamp-post or building.

In the same way, your description of the illustration should be held down to *major* items only. Or, as noted in the marginal index, let the facts bring out single points only—and only the single points of major importance in respect to your PROPOSITION and its APPEAL.

**Interesting to  
point of climax**

A bit of the excitement of the ninth inning rally also can be worked for, in selecting this illustrative material. Here you are to have a story of success set over against relative failure. Why not give it a plot and get admiration for the “hero” and disgust for the “villian?” Work in material in these two illustrations which give the thrill of adventure, of romance, of competitive rivalry, etc.

## THE IMPROMPTU TALK-PLAN

### *Section Nine: Essentials in PARALLEL-COMPARISON:*

We several times have made the point that half of this First Presentation Step of PARALLEL-COMPARISON comprises the very same illustration making up the last Preparation Step. Its essentials we have just completed and the effect of complying with these essentials in the one illustration is of course carried over when this same illustration is used in the Presentation.

Need of  
PREAMBLE  
to precede  
the PARALLEL-  
COMPARISON

To start right out describing your Success— or Failure—Illustration to your listener very well might be confusing. Your listener will want to know about what are your illustrations to be. A background for them is needed. A frame to hold them in is desired—a sort of topic sentence. And this is what aptly can be called the PREAMBLE, for as such it does precede the two illustrations.

However, we still do not want to lose the advantage on which we already have agreed, namely, that of letting our listener do his own thinking and allowing the facts of the two illus-



## PARALLEL-COMPARISON

trations to do the gradual leading of his thinking to a cordial consideration of the suggestion which we are to make.

Two types of PREAMBLES      Hence, our PREAMBLE should not at all give away our position. Consequently it will need to be one of two types. One such type of PREAMBLE is the *neutral* statement of your PROPOSITION. For example, the medical student whose impromptu talk we have quoted, could apply this neutral sort of PREAMBLE as follows: "The choice between a general and specialized practice is a very absorbing one for all of us." We would know at once his subject but *not his position on the subject*. Beginning with some such word as "Whether" frequently accomplishes this end, for instance, "Whether investment selling be desirable is a problem of concern." An illustration following this neutral statement of an advertisement for investment services will then seem to have some bearing, for by the PREAMBLE it has been given springboard launching.

A second type of PREAMBLE is to give your APPEAL *generally* but without making any application of it to your PROPOSITION, the idea being to have your ILLUSTRATION suggest its application. An example might be

## THE IMPROMPTU TALK-PLAN

the following: "As young salesmen you are interested in the returns which the world holds out to different lines of selling."

Here, note there is no application in the PREAMBLE of this advantage to *investment selling*. This application, it will be remembered was made by the illustrations of the two different newspaper advertisements.

**Advisability of  
not claiming  
too much from  
PARALLEL-  
COMPARISON**

Sometimes a stubborn listener will object to any advance being made from the two illustrations, he possibly saying, "You cannot generalize from two instances."

In order to anticipate such a possible negative reaction, it is effective to follow right after the PREAMBLE with some such statement as "Two illustrations which we can observe may throw suggestive light on our problem, altho they will not in themselves decide it."

Then, if the listener tries to challenge as above, you quickly can refute his retort by referring to your opening statement to the effect that the two illustrations would not be claimed as *deciding* the issue but merely as *suggestive* of a decision. And the listener will be compelled to admit that your two illustrations, if well drawn, are at least suggestive of a possible decision.

## PARALLEL-COMPARISON

**Need of illustrating both PROPOSITION and APPEAL**

Naturally one very important essential in this PARALLEL-COMPARISON is that in

the illustration of Success there be contained both the PROPOSITION and its APPEAL and that in the illustration of Failure both be absent. Remember that otherwise the two illustrations are to be parallel.

For instance, in the traffic manager's talk on the subject of wreck prevention, his Success-Illustration should include the two items of (1) the presence of the new block device which is his PROPOSITION (2) the presence of the APPEAL therein, namely, wreck prevention. On other matters, the two situations should be practically identical.

**Interweaving of PROPOSITION and APPEAL thru two illustrations**

However, it would be rather stupid talking if we told about all of the like factors in the two situations of

Success and Failure and then added at the very end, "O, yes, I forgot that in one instance there were practically no wrecks and in this successful situation the new block system was in operation. To do this would show that in order to accomplish your own purpose in the two illustrations, you tacked the PROPOSITION and APPEAL

## THE IMPROMPTU TALK-PLAN

on to the Success-Illustration. And you would be suspicioned or at least discounted by such tactics.

The better plan is to let drop a word here and there *all the way thru* these two illustrations, showing by a casual but frequently recurring observation that the new block system and wreck prevention were found to co-exist in the successful branch line. This casual interweaving of your PROPOSITION and APPEAL thru the two illustrations will cause your listeners more open-mindedly, themselves, to pick out the two distinguishing differences and note them as marking out in suggestive fashion the advisability of installing the block system, because of its possible wreck prevention.

**Need of similarity  
in the Two Illustrations**

Except for the essential above described of having the Success-Illustration *include* both the PROPOSITION and APPEAL and the Failure-Illustration *exclude* them, the point already has been made several times that the two illustrations, as to the other factors, should be as nearly alike as possible.

However, further to illustrate the importance of having the facts in the two illustrations similar or parallel, let us suppose that we were

## PARALLEL-COMPARISON

desiring to bring out the advancement possible to people thru evening school study.

On such a subject, it would be well, if true, to cite the cases of two young men coming to Chicago from the same country town where they both were graduated from the same high school, and with practically the same record. The narration would continue as to their entering the same business and showing the same industry, the same integrity and ambition, the one, however, doing general reading in advanced accounting and delaying the completion of it, and the other taking the same course in an evening school and by the regularity of session being compelled to complete it. And gradually the fact would be brought out that it was the evening school man, thus equipped, who was given the handling of specially important cost accounting work, for which his firm found need. The other young man who did but the general reading would be described as remaining merely at his same position.

This comparison, with the facts similar in every important particular save the two differences of evening study and promotion, begets a cordial consideration of the SUGGESTION to

## THE IMPROMPTU TALK-PLAN

follow, namely, "By reason of the assured completion of your work and the resulting possibility of advance, may not systematic evening school study be preferable to general reading?"

Exception to  
essential of  
similarity

There is unquestionably one exception to this essential of there being similarity in the two illustrations.

If in the Success-Illustration, the facts are less favorable for success but success is nevertheless marked, then there is all the more reason for the listener embracing the PROPOSITION and its APPEAL.

This was well done by the head of a large advertising department of one of our great metropolitan papers, who, in defending his plan of having his own sales force, pointed out to his chief that a certain competing paper was first in circulation in a certain district and yet was twelfth in its advertising, and it used the agency method of selling. Whereas his own paper which sold its advertising through its own sales force, altho third in its circulation in a certain section, yet was first in its advertising space sold. The SUGGESTION of having one's own sales force, thus was drawn all the more persuasively because of the facts being



## PARALLEL-COMPARISON

less favorable for such high ranking and yet it was attained.

Necessity of  
facts only in the  
Parallel-  
Comparison

Many students of this TALK-PLAN make the error of adding their *own conclusions* to the facts in their two illustrations of this First Step. Or, they give their own explanations or interpretations of the illustrative facts during their recital of them.

Suppose that in the preceding illustration of the two young men coming to Chicago we should keep slipping in the point that the man who had evening school training we later should find to be more successful and that the reason he received his advance was that he was compelled to keep at his study work. All this would mean that our listeners would see at once that we were bent on arguing for the evening school and they at once would suspicion that we were trying to color up our Success-Illustration too brightly while endeavoring to make the Failure-Illustration show too somberly.

Lawyers call this undesirable practice in the opening statement to the jury, of giving opinions on the facts as well as merely the facts, themselves, by the sin of "special pleading." In short, remember that if we are going to accom-

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plish our purpose of letting our listeners, or readers, *lead themselves* cordially to our suggestion because of what they get thru their *own* senses, we ought not to defeat this purpose by imposing *our* conclusions and *our* explanations too soon. If we do this, the listeners at once, at the outset, have assertions which they can deny and which they will deny.

Keep emphasizing to yourself that your listeners cannot and dare not challenge your *facts* if they be true facts, but your *conclusions* on the facts are always open to challenge. Therefore, report merely what can be seen, touched, heard, smelled or tasted, allowing the listener to make his own interpretation. By so doing you cannot be challenged but you will be making suggestive headway to the final conclusion which you are seeking.

Need of no negative  
suggestion in this  
PARALLEL-  
COMPARISON

We need not dwell long on how foolish it would be if in the illustration above of the two young men coming to Chicago, the one attending evening school and the other doing general reading, we let drop the fact that the man going to evening school was compelled to forego a great many theatre parties and often encountered wet feet by coming home

## PARALLEL-COMPARISON

in a storm from evening school. While these facts might be true, they would have no bearing on the proposal we are going to make and if these difficulties should be properly considered and rebutted, this better not be done until we can get first an affirmative impression started in our behalf. Then later—possibly in the middle of the Third Step of EXPLANATION we can overcome these objections if they be really valid ones.

**Need of brevity in this PARALLEL-COMPARISON** We already have noted the importance of striking off these two illustrations more as a cartoonist than as an artist. In bold strokes and large outlines all the parallel facts should be shown and the three distinguishing differences likewise should be struck off without giving confusing detail. If we mix in a lot of incidental comment, our listeners grow restless with the feeling that no point is being made.

For instance, in our illustration of the two boys coming to Chicago, which possibly we are overworking, the point that they both wore the same kind of neckties and that they both were good swimmers and that they both were red headed, would be digressing detail and would cause our listeners to be saying to each other,

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“Well, what about all this detail anyway?  
“To what point are we getting?”

Indeed, so brief should be this first step of PARALLEL-COMPARISON that the proportion of time which it should bear to the rest of the talk should not exceed two tenths of the total time allotted.

Need normally of  
Failure-Illustration  
preceding Success-  
Illustration

Ordinarily, the Success-Illustration better can come last by reason of it thus being right next to the SUGGESTION for which it lays an immediate foundation. It has the audience thinking affirmatively of such a PROPOSITION and while in that affirmative attitude, the SUGGESTION so resolving their tentative position at once is ready for affirmative stating.

However, there are three exceptions to this general rule of having the Success-Illustration come after the Failure-Illustration.

One exception was pointed out to me by the railroad man who said that if in his block speech, he had given his Failure-Illustration first—this failure being under his own management—it would have served to repudiate him at the outset, whereas the Success-Illustration given first, would win confidence in him and the

## PARALLEL-COMPARISON

SUGGESTION to which he was leading. And his point seems to be made soundly, namely, that if the failure be of you who are doing the speaking, or the soliciting, it ordinarily is better not first to lead with it.

Similarly, if the failure be of your audience, it ordinarily would not be sound tactics thus to illustrate their unfortunate position at the outset.

Thirdly, it hardly could be regarded as good business ethics to cite the failure of a competitor at any time, let alone at the outset of your talk where your lack of fair play in so doing would be particularly open to resentment by any fair-minded prospect.

Understanding, then, that except for the three situations above cited, the general rule is to lead with the Failure-Illustration first, it nevertheless should be appreciated, that there is one practical objection to so doing, to-wit: it makes you think of one more item in your Preparation, that is to say, you need to think thru not merely your PROPOSITION and its APPEAL and then the ILLUSTRATION of the APPEAL but you need to think on also into an opposite illustration of an opposite situation. Nevertheless, frequent practice together with intimate information on the matter of which you are talking soon develops this skill.

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**Four classes of ILLUSTRATIONS**      Now and then you may have difficulty in thinking of an actual illustration with which to start off your **APPEAL**.

In such event, in addition to illustrations taken from an *Actual* situation which will give a starting point to your idea, there are three other classes of illustration, namely, the *Hypothetical*, the *Analogous* and the *Classical*.

The *Actual Illustration* is one so completely in point that it is taken from the operation of the identical **PROPOSITION** which you are urging. It, of course, is far and away the best illustration to use.

However, good taste sometimes will demand that although you do know of an actual illustration, yet you do not give the specific names and dates to it which might betray confidential information or which might make people think you are presuming to be intimately acquainted with important facts in order to make yourself look important to them. No one admires the man who particularizes all he knows either about himself or his friends.

Nevertheless, do be careful not to make this type of Actual Illustration so general as that your listeners may believe you to be making it up.



## PARALLEL-COMPARISON

There is no type of advertisement which has become so badly in disrepute as the "human instance" type of copy which bears the earmarks of being trumped up to fit the occasion. Some such indication of the illustration being of a true situation as "a letter in our files from this man is available for your inspection," or "this man who is one of the men who later came into our firm, . . .," should be made.

The *Hypothetical Illustration* very often is more useful than any of the other three, for in it you can *suppose* two situations in which you are free to assume your facts as absolutely parallel—except for the existence of the three differences which we earlier have noted. The very fact that you are supposing two typical illustrations gives you this license.

Lawyers use this method continually. Their stock phrase very often is begun, "Let us suppose two cases. . . ."

Naturally if you are going to suppose two cases they should be so typical that your listener will be able readily to supply actual illustrations out of his own experience like the ones which you have supposed.

*Analogous Illustrations*, as would be implied from the very term, mean illustrations that are somewhat similar to the ideas contained in the

## THE IMPROMPTU TALK-PLAN

PROPOSITION and the APPEAL. Banks use Analogous Illustrations in relation to getting savings bank accounts by having live squirrels in their windows who are busily storing away food, the banks saying, "If animals have a look toward the future, why should not men do likewise?"

Be sure, however, that if you are going to use a pair of Analogous Illustrations that they have a close bearing on the actual PROPOSITION which you are going to urge, for if as is often said, "You have no true analogy," you can draw no persuasive suggestion.

*Classical Illustrations:* Illustrations drawn from the Classics often serve well, although their value depends on how well read the listener or reader may be. Moreover, if you are not sure, for instance, that your story of the Horse of Troy is known, it should be very quickly summarized beginning with such tactful language as "To be certain that our recollection serves us the same. . . ."

Surely it must be clear that now with this four-fold choice of illustrative matter, you seldom will be so cornered as to be unable to develop a PARALLEL-COMPARISON by which your SUGGESTION can be given favorable launching.

## PARALLEL-COMPARISON

**Possible use of three illustrations**      Frequently in sales interviews when the prospective customer gets his guard up with an objection, you best can get it lowered by giving first an illustration of where his objection would appear to be sound. In this way you lock arms with him in this apparent illustration of the validity of his objection.

Then still walking along with him you give a second illustration which a bit suggests the wisdom of your PROPOSITION and then finally you edge on to a third illustration which quite definitely suggests the advisability of your PROPOSITION. By this method, you gradually get your objector's guard lowered and get him open-minded and finally favorably-minded toward a further consideration of your PROPOSITION and its APPEAL.

After completing the questions and cases herein appended in Part Two of this Book One, may we turn in Book Two, to the moral to be drawn from our two illustrations, that is to say, to the Second Step of SUGGESTION for which we have seen that the foundation is laid in this First Step of PARALLEL-COMPARISON.



PART TWO

Questions and Cases



QUESTIONS

I

Draw an idea-wedge and cut it into parts in the order of the ease of their reception, enumerating underneath the wedge the names of the five parts in their successive order. (See Section One.)

II

Distinguish the Presentation Steps from the Preparation Steps. (See Section Two.)

III

What is the need for the Preparation Steps?

What danger is hazarded if there is a neglect first to go thru the Preparation Steps? (See Section Two.)

IV

Name and illustrate the three Preparation Steps. (See Section Two.)

## THE IMPROMPTU TALK-PLAN

### V

What is the relation of the Preparation Steps to the Presentation Steps and where are such Preparation Steps used in the Presentation? (See Section Three.)

### VI

Indicate three reasons for the last Preparation Steps becoming the first Presentation Steps. (See Section Three.)

### VII

How would you meet one psychologist's objection that resorting to comparison prevents the aid of suggestion and starts deliberation?

- a. What are the three differences only which are permitted in the PARALLEL-COMPARISON? (See Section Four.)

### VIII

Indicate four essentials about which to be careful in determining upon the PROPOSITION in the first Preparation Step. (See Section Six.)

### IX

Indicate not less than four essentials about which to be careful in preparing the APPEAL in the Second Preparation Step. (See Section Seven.)

### X

Indicate the importance of having one single rifle-ball APPEAL. (See Section Seven.)



## PARALLEL-COMPARISON

### XI

Indicate four essentials in preparing the APPEAL'S ILLUSTRATION in the Third Preparation Step. (See Section Eight).

### XII

What is meant by a PREAMBLE? Where is it necessary and what are the two types of PREAMBLES possible of use? (See Section Nine.)

### XIII

Indicate not less than seven essentials about which to be careful in the first Presentation Step of PARALLEL-COMPARISON. (See Section Nine).

### XIV

Why should there be similarity in the two illustrations of PARALLEL-COMPARISON? (See Section Nine.)

- a. What is the exception? (See Section Nine.)

### XV

Just how should the APPEAL and PROPOSITION be brought out in the two illustrations of PARALLEL-COMPARISON? (See Section Nine).

### XVI

How much time should be given to the first Presentation Step of PARALLEL-COMPARISON so far as its relation to the other four Presentation Steps is concerned? (See Section Nine).

## THE IMPROMPTU TALK-PLAN

### XVII

Is PARALLEL-COMPARISON struck off as does an artist or as does a cartoonist? Why? (See Section Nine).

### XVIII

Which illustration normally precedes in the PARALLEL-COMPARISON? Why? (See Section Nine).

### XIX

What are the four classes of ILLUSTRATIONS which are possible of use? (See Section Nine).

### XX

When, if ever, would you use three illustrations? (See Section Nine).

## PARALLEL-COMPARISON

### CASES

These cases are worked out in the Appendix hereto with the view to aiding you in checking your own work. However, it obviously would be wise to work out the cases for yourself, in each instance, in advance of checking the solution as given in the Appendix.)

#### I

Assume you are at a lodge meeting and are suddenly called to your feet for a talk on whether the lodge should expand in the getting of more members. Indicate your Three Preparation Steps.

#### II

Suppose you are in a business conference and a man submits a PROPOSITION that is good from every point of view except that its cost is prohibitive. Indicate your Three Preparation Steps.

#### III

Suppose you desire an increase in the financial return which you are securing. Indicate the Three Preparation Steps.

#### IV

Go back, to the three preceding cases and test each one of the Preparation Steps by the essentials to be noted in Sections Six, Seven and Eight. Appraise your Three Preparation Steps on these essentials and revise them in order to improve your appraisal.

## THE IMPROMPTU TALK-PLAN

### V

Go back to each one of your APPEALS in the first three cases and put the word, "if," in front of each APPEAL and see whether you can answer "yes" to such APPEAL as proving your PROPOSITION.

### VI

Check each one of your PROPOSITIONS to see whether you have claimed more than necessary for making your point. Scale down your statements to being less superlative ones in each PROPOSITION where this is possible.

### VII

Take each one of the PROPOSITIONS in the three preceding subjects and test whether you believe the PROPOSITION as stated is possible of accomplishment in one talk or in one interview. In most instances you will find that you have made them too sweeping and that you cannot hope to accomplish the PROPOSITION of your first selection in one talk or one call and that you therefore will do wisely if you break it up into two or three PROPOSITIONS, ending finally with the result on which you first planned, but which on second thought you find you cannot achieve in the first instance. (In order better to understand just what is the point here, refer back to Section Six and note the illustration in relation to the three specific PROPOSITIONS in three successive calls made in relation to trust company solicitation).

## PARALLEL-COMPARISON

### VIII

Go thru the PROPOSITIONS you have worked out in the first three cases and see whether you have not spent too much time on how you worded them, having in mind that all this wording is done merely for clarifying your own mind. Therefore you have made a mistake if you have spent much time on their phrasing.

### IX

Go back over each one of your three APPEALS selected in the first three cases and test them out by the four or five essentials to be noted in Section Seven.

### X

Where you had difficulty in selecting an APPEAL in the first three Propositions indicated, consider whether if you had considered the ideal APPEALS for the PROPOSITION, you could not have selected more quickly the particular APPEAL which would be most personal to the audience or man to whom you are talking and also the most practical and most specific.

### XI

Test each of your illustrations chosen in the first three problems by not less than four of the essentials to be observed in selecting such illustrations—these being pointed out in Section Eight.

### XII

See if you can change an illustration of at least one of these three problems so that it is taken from either a hostile or neutral source.

## THE IMPROMPTU TALK-PLAN

### XIII

Take at least one of the illustrations which you have used in one of the first three problems and see whether you can write it up in four lines, and see whether you can talk both illustrations out loud in one-half minute.

### XIV

Test each one of your illustrations by asking on each phrase used whether there is any fact which would tend to digression.

### XV

Test each one of the three illustrations which you have used in your first three problems and see whether it is interesting enough to comprise the beginning of a good fiction story. If not measuring up to this test, change each illustration so that it will measure up.

### XVI

Write one Neutral Preamble for preceding the PARALLEL-COMPARISON in each one of the first three problems given.

### XVII

Write three General Unapplied Preambles for preceding the PARALLEL-COMPARISON in each one of the first three problems given.

### XVIII

Add another illustration to the illustrations chosen in the first three problems and then write up the three sets of PARALLEL-COMPARISON, giving one paragraph to the Suc-



## PARALLEL-COMPARISON

cess-Illustration and one paragraph to the Failure-Illustration on each subject, leaving space above the first illustration and then writing in this space either a Neutral Preamble or an Unapplied Preamble.

- a.* Test whether in each PARALLEL-COMPARISON you have illustrated your PROPOSITION and APPEAL at the end or whether you have interwoven them all the way thru the two illustrations.
- b.* Test whether the facts in the two illustrations are truly parallel except for the three differences and underline the three differences, they being, it will be remembered: (1) presence of PROPOSITION you are going to urge (2) presence of the APPEAL which you are going to insist the PROPOSITION contains (3) the presence of this PROPOSITION and APPEAL in the Success-Illustration *only* with its *absence* to be noted in the Failure-Illustration.

## XIX

Take some one of the three subjects given in the first three problems and work out a PARALLEL COMPARISON in which the exception to the essential of similarity in the two illustrations is brought out. (See Section Nine).

## XX

Test whether you have given facts only in the two PARALLEL-ILLUSTRATIONS, lining out all sentences in which you give any of your own opinions.

## THE IMPROMPTU TALK-PLAN

### XXI

Test whether there be any negative suggestion in your two illustrations for each one of the three PROPOSITIONS given.

### XXII

Line out all the facts given in each set of the first three sets of PARALLEL-COMPARISON with a view to making them just as brief as possible. Note whether your Failure-Illustration has lead in each instance and if it has not, check whether it be within the three exceptions where the Success-Illustration rather should lead as noted in Section Nine.

### XXIII

Re-write the PARALLEL-COMPARISON using at least three of the four classes of possible Illustrations, namely, the Actual, Hypothetical, Analogous and Classical.

### XXIV

Suppose you are presenting an idea for adoption to which an objection is made that it is impractical. Work out your reply on this PARALLEL-COMPARISON.

### XXV

Take some specific idea which you in your business or social affairs may have occasion to be urging. Work out the possible use of the three illustrations by means of which you can lead a man from the objection which you think he very probably would make.

## PARALLEL-COMPARISON

### XXVI

If you are where you are able to take the Chicago Tribune, be alert to notice how Mr. John T. McCutcheon, the eminent cartoonist, is using parallel-cartoons. Thereupon, take his same subject matter and see if you can talk or write out the PARALLEL-COMPARISONS with the same skill that he has drawn them out.

### XXVII

Read three personal improvement advertisements and note how similar they are to the Five Steps in this IMPROMPTU TALK-PLAN. Note to what degree they fail to follow the sequence of the Five Steps—and determine whether you believe they could have been more effective, had they followed such sequence.

### XXVIII

Write an advertisement for a bank of not more than 250 words urging the starting of a checking account and build this advertisement on the PARALLEL-COMPARISON, possibly using also the second step of SUGGESTION.

### XXIX

Try outlining a talk thru the Five Presentation Steps with which you are generally acquainted, letting your problem be the proposal of the installation of some new equipment or device in your business.

### XXX

Persuade a man to change his vacation plans, along the same lines used in the Lake Geneva and Lake Delavan illustrations.

## THE IMPROMPTU TALK-PLAN

### XXXI

Go thru the three Preparation Steps in relation to the product or service advertisements on the first three billboards which you read.

### XXXII

Outline a letter by writing on the reverse side of the letterhead the Three Preparation Steps. Then on the front side of the letter write a PREAMBLE and one paragraph of the PARALLEL-COMPARISON, letting your subject be some proposal for reversing action by the parties to whom you are writing.

### XXXIII

Take the most frequent objection that has been made to your business proposition and prepare your answer by using the Three Preparation Steps and then start your reply going thru the first Presentation Step. Actually give this first Presentation Step to some business or social associate asking him to give you his reaction on whether your listener would have an opportunity to challenge you at any point in this Presentation. Caution: Be sure not to give your listener your Preparation Steps. Merely explain to him such of the actual circumstances as may be necessary for his intelligent listening, then at once begin with the PREAMBLE and PARALLEL-COMPARISON.

## Appendix



### CASES AS WORKED OUT

#### I

Assume you are at a lodge meeting and are suddenly called to your feet for a talk on whether the lodge should expand in the getting of more members. Indicate your **THREE PREPARATION STEPS.**

**PROPOSITION:** The lodge should not expand in getting more members—

**APPEAL:** Because it is impossible to maintain close fraternal relations in a large body of men.

**APPEAL'S ILLUSTRATION:** The national fraternal orders as against the local college Greek letter fraternities—the former not having very intimate fraternal relations and the latter being very close in their relations.

## THE IMPROMPTU TALK-PLAN

*Comment:* Obviously you can take some other side of this case and urge with equal sincerity a different PROPOSITION, APPEAL and ILLUSTRATION, e. g.,

PROPOSITION: The lodge *should* expand in getting more members—

APPEAL: Because of the wider contacts accruing to each member.

APPEAL'S ILLUSTRATION: The expansion of Kiwanis.

### II

Suppose you are in a business conference and a man submits a PROPOSITION that is good from every point of view except that its cost is prohibitive. Indicate your THREE PREPARATION STEPS.

PROPOSITION: The proposal for adding a firing line sales force is unsound—

APPEAL: Because the bankers will not finance us in the losses we would have to underwrite during the early costly stages of getting business.

ILLUSTRATION: The Amalgamated Stove Company's experience. (This, of course, is a fictitious name for an actual situation).

### III

Suppose you desire an increase in the financial return which you are securing. Indicate the THREE PREPARATION STEPS.

PROPOSITION: My salary return should be increased \$100 a month—



## PARALLEL-COMPARISON

**APPEAL:** Because of the increase in net to you, the employer, thru my efforts as averaged over the past eight months.

**ILLUSTRATION:** The auditor's analysis of lowered sales costs in relation to my increased sales production.

## IV-V-VI-VII-VIII-IX-X-XI-XII-XIII-XIV-XV

These cases from IV-XV call for the application of certain tests to the work which you have done yourself in solving the preceding cases. Be certain that your work measures high on these tests.

### XVI

Write one Neutral **PREAMBLE** for preceding the **PARALLEL-COMPARISON** in each one of the first three problems given.

1. Whether our lodge should expand in getting more members is always a vital problem.
2. The relative advantages and disadvantages of adding a firing line sales force should be carefully weighed.
3. The basis of my compensation is a matter upon which I know we both desire being fair.

### XVII

Write three General, Unapplied **PREAMBLES** for preceding the **PARALLEL-COMPARISON** in each one of the first three problems given.

1. One paramount purpose in our lodge is that of maintaining close fraternal relations.

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2. The importance of having our bankers approve any new move we may make in order that we may be assured their financial support we most certainly will agree should not be overlooked.
3. Any salesman that makes an increasing net return for his employer is surely a profitable investment.

*Comment:* Then on each one of the above General, Unapplied PREAMBLES, which you will note are but the statements of each APPEAL in a very general way, making no specific application of it to the PROPOSITION, you would follow with your pair of PARALLEL-ILLUSTRATIONS which would bring out in a suggestive way the application of your *general* APPEAL to the *specific* PROPOSITION.

## XVIII

Add another illustration to the illustrations chosen in the first three problems and then write up the three sets of PARALLEL-COMPARISON, giving one paragraph to the Success-Illustration and one paragraph to the Failure-Illustration on each subject, leaving space above the first illustration and then writing in this space either a NEUTRAL PREAMBLE or an UNAPPLIED PREAMBLE.

1. Whether our lodge should expand in getting more members is always a vital problem.

Light is thrown on this question by the experience of a man, high up in one of the national fraternal orders of the

## PARALLEL-COMPARISON

country as he recounted it to me recently as we were attending a home-coming of our Greek letter college fraternity. "Do you know," he said, "while I think a lot of my national organization, yet I must confess that I would never travel across the country as I have this time and bring a thousand dollar check in addition for building a house for boys at present here whom I never knew, were it not for the intimate and close fellowship all of us old-timers had."

"And," he continued, "there being only a few of us, I have been able to keep in touch with them all and they to me are truly brothers. I do not mean to say that I do not think a lot of my national order, but all over the country there are so many thousands of men in this order that it obviously is impossible to have any close and intimate relationships. Therefore, the national order does not have the same heart-tug as has our old Greek letter college fraternity."

2. The importance of having our bankers approve any new move we may make in order that we may be assured their financial support we most certainly will agree should not be overlooked.

The experience of other companies in expanding their direct mail business into a personal sales activity while not con-

## THE IMPROMPTU TALK-PLAN

clusive will be suggestive as to the course we might pursue. The Amalgamated Stove Company, you will remember, had built up a very fine direct by mail business and were able to discount their accounts with the banking house with which we deal most advantageously. You will recall that their enthusiasm lead them to taking on a sales force of 100 men, trying to cover the whole jobber trade in the country with the consequence that the heavy expense bills and non-production resulting the first two or three months which, of course, were to be expected, caused their bankers to shy away from them and indeed to ask them to take their account out of the bank.

The consequence was that they today are having very hard sledding and have abandoned their personal sales program.

On the other hand our toaster business which is very closely allied has made steady gains, not merely in gross volume of business but in net return each month of the years we have been in operation with the exception of the war period. And on our present capital invested we all are enjoying very satisfying dividends. We have a nationally known house, good-will, and our direct by mail methods have been standardized and we know what is the minimum volume of business we can expect from month to month and our

## PARALLEL-COMPARISON

bankers are very cordial toward any amount of credit to extend this kind of business. Should we branch out into direct firing line activity, we would need to bring the proposition to the attention of the very same officer who had such a sad experience with the Amalgamated Stove Company trying to follow the same plan of expansion.

3. The basis of my compensation is a matter upon which I know we both desire being fair.

Because I know you are interested in having a clear conception of just where your profits and losses are accruing and that you desire at all times to be fair in helping a man make money who has made money for you, the auditor's report of my sales cost in relation to my sales production I know will be very interesting to you, and very suggestive to you.

My costs per thousand dollars of volume last year were 1.7% and I did \$179,000 of business. The auditor's figures show that you made a little over \$2700 net.

This year I have produced considerably over \$350,000 of business which on my limited salary return has cost you a little over .9% and the auditor's figures show that you made this year around \$8100 on my production.



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### XIX

Take some one of the three subjects given in the first three problems and work out a **PARALLEL-COMPARISON** in which the exception to the essential of similarity in the two illustrations is brought out. (See Section Nine).

*Comment:* This really is done in the preceding illustration of the Greek letter and national fraternal order differences as to close, fraternal relations. The illustration as given brings out the point of there being every reason for close relations in the national order, showing that the man in question who recited his closer relations with his local Greek fraternity was only a man in the ranks in the Greek letter fraternity whereas he was a prominent officer in the general fraternal organization.

Moreover, to additionally comply with this case as stated here, it should show that in his national fraternal order his business brought him more continually in contact with the members of this national fraternal order than was true of his local Greek letter fraternity whose headquarters and whose main interests were located the whole width of the country away from where this man's business and home interests had come to be.

Thus bringing out these facts, adverse to intimate relations in the college fraternity and conducive to such relations in the national order without them being never-



## PARALLEL-COMPARISON

theless accomplished in the national order, would make the APPEAL and PROPOSITION for limited expansion of the lodge even the more apparent than would be true if the two illustrations were wholly parallel.

### XX

Test whether you have given facts only in the two PARALLEL-ILLUSTRATIONS, lining out all sentences in which you give any of your own opinions.

*Comment:* This you can do on your own work and it will be quite amazing to find how much of your own opinions you will need to line out of your different sets of illustrations.

### XXI

Test whether there be any negative suggestion given basis in your two illustrations for each one of the three PROPOSITIONS given.

*Comment:* Here again going over your own work with this rule of measurement in mind very possibly will disclose where you unwittingly have allowed a negative reaction to develop from some incidental fact which you have let slip in your two illustrations.

### XXII

Line out all the facts given in each set of the first three sets of PARALLEL-COMPARISON with a view to making them just as brief as possible. Note whether your FAILURE-ILLUSTRATION has lead off in each instance and if it has not, check whether it be in the three exceptions where the SUCCESS-ILLUSTRATION rather should lead as noted in Section Nine.

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*Comment:* Here again this test of your own work can be very suggestively applied.

### XXIII

Re-write the **PARALLEL-COMPARISONS** using at least three of the four classes of Illustration, namely, the **ACTUAL, HYPOTHETICAL, ANALOGOUS AND CLASSICAL**.

Here the idea can be gained as to the use of the other classes of illustrations besides the Actual classification by the problem being worked out thru one set of **PARALLEL-COMPARISON** only. For this purpose let us choose the former subject of lodge expansion.

**HYPOTHETICAL ILLUSTRATION** Suppose you come up to lodge meetings only once a month and that every time you come, there seems to be an almost entirely new group of men. Suppose on the other hand, that although you come just as seldom, each time the same faces appear and the group is small enough so that you can get a chance to "chin" with every man present.

Do you not believe that from the point of view of maintaining close fraternal relations that a small body of men would be more conducive?

**ANALOGOUS ILLUSTRATION** Suppose you move into a large apartment building of this city and take a travelling position and that your wife is employed downtown,

## PARALLEL-COMPARISON

frequently working evenings and therefore not always getting home. Do you imagine that many of your neighbors will become intimately acquainted with you or know much about you or your wife?

On the other hand suppose you live out in the suburbs and over the week end you of necessity are mowing your lawn and at the same time your neighbor is mowing his lawn also. Suppose that your wife could take care of her flowers in the garden only on Saturday afternoons and week ends and at the same time the neighboring women are hanging out their washing or likewise play-working in their flower beds.

Is it not probable that in the latter situation of where there are fewer neighbors more closely thrown together that your relations would be closer?

The same thing is true in our lodge organization, if we keep away from getting a large hotelful of people and hold to merely a nice small group of intimate friends meeting in a chummy club association.

**CLASSICAL**           Cassius and even Brutus,  
**ILLUSTRATION**   the more, made the mistake  
of adding too many men to their small  
group of conspirators.

## XXIV

Suppose you are presenting an idea for adoption to which an objection is made that is impractical. Work out your reply on this PARALLEL-COMPARISON.

## THE IMPROMPTU TALK-PLAN

Yes, you remember the same objection of impracticability was made to the tall Swede who had the idea of the advantages of a turret battle ship. Yet this cobweb, hair-brained notion which he conceived in a garret, was sufficiently creative and constructive to save the morale of the Union in the victory won in the battle of the Monitor and the Merrimac.

Because, then, new ideas are not necessarily impractical because they are new, do you not think that you ought to go slowly in condemning my proposition merely because it has not been tried out from every angle.

## XXV

Take some specific idea which you in your business or social affairs may have occasion to be urging. Work out the possible use of the three illustrations by means of which you can lead a man from the objection which you think he very probably would make.

Yes, you are right, this new plan of compensation will allow the salesmen to make a great deal of money. Indeed, if you take Frank Johnson's production last year and contemplate its 20% increase this year, it is true that he will make about 40% more than he did last year and it does look, at first, as though we were opening up the possibility of his jumping his income out of proportion to his worth.

## PARALLEL-COMPARISON

But if you analyze the increased profits to the company under this plan, you will note that two years ago when we adopted the reverse plan that Frank made about the same amount of money but the company made almost 50% less, whereas under this plan, altho it is true that Frank may make 40% more, the company will make almost 87% more out of each unit of sale which Frank would make under this plan.

Because then, after all, altho the salesman makes more on this plan of compensation, the company makes very much more in proportion, do you not think we ought to consider seriously the adoption of this new compensation plan?

## XXVI

If you are where you are able to take the Chicago Tribune, be alert to notice how Mr. John T. McCutcheon, the eminent cartoonist, is using parallel-cartoons. Thereupon, take his same subject matter and see if you can talk or write out the PARALLEL-COMPARISONS with the same skill that he has drawn them out.

This, Mr. McCutcheon did on the succession of Calvin Coolidge to the presidency of the United States, showing him as vice-president in the calm quiet of vacationing at his father's farm but immediately as president, besieged by a multitude of perplexing problems almost completely baffling as to solution.



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### XXVII

Read three personal improvement advertisements and note how similar they are to the FIVE STEPS in this IMPROMPTU TALK-PLAN. Note to what degree they fail to follow the sequence of the FIVE STEPS—and determine whether you believe they could have been more effective, had they followed such sequence.

COMMENT: The American Magazine is one of the best places to go to find the greatest proportion of such personal improvement advertisements. You will find upon reading them—as noted earlier in the text—that they have usually a fairly effective PARALLEL-COMPARISON, altho claiming too much in the Second Step of SUGGESTION very frequently, and almost never really working out their EXPLANATION in a careful analytical fashion. Nevertheless, they do very frequently have a considerable cumulation of data in CONFIRMATION of their points.

### XXVIII

Write an advertisement for a bank of not more than 250 words urging the starting of a checking account and build this advertisement on the PARALLEL-COMPARISON, possibly using also the second step of SUGGESTION.

#### “I PAID THE BILL”

One of our customers recently found that his wife was having a great deal of trouble with her laundry man and also



## PARALLEL-COMPARISON

with her tailor and other shopmen, because of their presenting bills which she insisted she paid with cash but in relation to which she could not find her receipts.

Her husband started a checking account for her and the first month thereafter, the tailor advised that she did not pay for a cloak. That evening she went thru her cancelled checks and found the tailor's endorsement for the cloak. She at once called him by 'phone with the triumphant and unimpeachable evidence of "I hold your endorsement on my check, so you see I paid the bill."

Because every check you write is an automatic receipt for your payment, kept for you without annoyance and without work, do you not believe that a checking account is the solution to careful management?

## XXIX

Try outlining a talk thru the **FIVE PRESENTATION STEPS** with which you are generally acquainted, letting your problem be the proposal of the installation of some new equipment or device in your business.

1. **PARALLEL-COMPARISON** You could describe the comptroller going to the sales manager for data on salesmen's costs and the sales manager being unable to locate his figures altho he insists he had them on his desk.

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Then, you could have the same comptroller going to the treasurer of the company for the same figures and this treasurer turning to his "work organizer" and under the item in question drawing forth the carbon of the memorandum to the sales manager on this subject, the original of which the sales manager could not find because of his topsy-turvy desk.

2. SUGGESTION Because of being able to locate what you want quickly and readily, do you not believe a "work organizer" is worth considering?
3. EXPLANATION You have twelve divisions under which you can classify your work as it comes across your desk and seldom is any man's desk so full of manifold problems as that the twelve major classifications will not embrace almost all of them. Then as a matter comes up to which you cannot immediately attend but for which you may be asked, you can reach forward with a certain and sure hand and not worry about the "girl having mislaid it."
4. CONFIRMATION On the desks of every executive of the American Bond & Mortgage Company there was installed one year ago a "work organizer" with the consequence that seldom do any of the officers go to the desks of the other men without at once getting the paper

## PARALLEL-COMPARISON

desired. Says Mr. Kelleher, their purchasing agent, "It is the most satisfactory buy I ever made for our officers."

5. CONCLUSION Because of the numerous classifications permitted and because of the certain and sure contact with the data desired, the "work organizer" is a business man's indispensable tool!

### XXX

Persuade a man to change his vacation plans, along the same lines used in the Lake Geneva and Lake Delavan illustrations.

"I see you are planning to go South for your vacation. The family and I went down there last year but I came back after the second day, for I found the country flat with no hiking attractions, no game there and the weather cold by reason of the trade winds blowing contrarily and no stoves in the hotels or furnaces for combatting the unexpected but rather frequent changes in weather. My family stayed on for a little time. One of them caught a severe cold and they returned within a couple of weeks.

"Next year we went to the coast in the West and altho we planned staying only two weeks, the family stayed two months and I, one month. One week we spent up in the mountains, two days of another week we spent over on Catalina Island, and we toured the remainder of the

## THE IMPROMPTU TALK-PLAN

week down in the southern end of the California peninsula and found some very unusual industrial operations. One week we spent in the great redwood forests. While one week we wore overcoats and the other week bathing suits, we knew that overcoats would be needed in the mountains and we knew that on the seashore bathing suits would be comfortable and they were.

Because of the more reliable climate and more diversified recreation, do you not think you might well reconsider going South and investigate going West?"

### XXXI

Go thru the **THREE PREPARATION STEPS** in relation to the product or service advertisements on the first three billboards which you read.

This is a very effective mental exercise which will help drive home the Three Preparation Steps.

### XXXII

Outline a letter by writing on the reverse side of the letterhead the **THREE PREPARATION STEPS**. Then on the front side of the letter write a **PREAMBLE** and one paragraph of the **PARALLEL-COMPARISON**, letting your subject be some proposal for reversing action by the parties to whom you are writing.

*Reverse side of the letter:*

**PROPOSITION** Do not go into housekeeping with your father-in-law—

## PARALLEL-COMPARISON

APPEAL Because the old generation and the new generation do not have the same point of view.

ILLUSTRATION Your brother's son and wife.

*Front side of the letter:*

Whether it would be a good plan for you to move in with your father-in-law is a matter upon which some light comes in the experience of your oldest brother's son and wife whom you know to have lived with your Father and Mother for only about three months and who now do not even go to their home for the holidays. Both couples are splendid people to get along with, but the old folks were unable to join in all the activities of the young folks and therefore they thought the young folks were frivolous and the young folks thought the old folks, "cranks."

You and your prospective wife get along so happily with her father and he thinks so much of you as he sees you week ends that it would be a tragedy indeed to have any differences of opinion develop. And yet you very well know that a difference of age of forty years does make interests sometimes forty miles apart.



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Because, then, you will be hazarding family trouble which I know you would do anything in the world to prevent, why not assuredly prevent it by establishing your own household?

### XXXIII

Take the most frequent objection that has been made to your business proposition and prepare your answer by using the Three Preparation Steps and then start your reply going thru the First Presentation Step. Actually give this First Presentation Step to some business or social associate asking him to give you his reaction on whether your listener would have an opportunity to challenge you at any point in the Presentation: Caution: Be sure not to give your listener your Preparation Steps. Merely explain to him such of the actual circumstances as may be necessary for his intelligent listening, then at once begin with the PREAMBLE and PARALLEL-COMPARISON.

*Comment:* This is an exercise which you, yourself, only can perform. But do try it out several times, for if you can develop the capacity to prevent your listener from challenging you at any point in your first Presentation Step of PARALLEL-COMPARISON, you can feel quite sure that you are accomplishing the first and real purpose of the IMPROMPTU TALK-PLAN, that of moving an idea into another man's mind with the development of the least hostility and indeed with the assurance of the greatest possible cordiality.

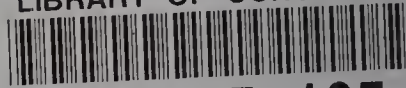








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